Gender Discrimination and its impact on Employee Motivation with respect to Higher Education Institutions of North India

A

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BY

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Year 2023

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Candidate's Declaration

I, **Diwakar Das**, declare that the synopsis entitled, "**Gender Discrimination and its impact on Employee Motivation with respect to Higher Education Institutions of North India"** being submitted in the partial fulfillment of the requirement for the award of the degree of Doctor of Philosophy in Management under ICFAI Business School, The ICFAI University, Dehradun during the academic year 2023-24. It is the work that is expected to be carried out under the supervision of Dr. Raghvendra Kumar Sharma It is further declared that the synopsis is within the plagiarism limit and copy of the same is attached as per the University norms.

Diwakar Das

Signature

Diwakar Das

Candidate's Name

Date: 05/09/2023

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CERTIFICATE

This is to certify that the thesis entitled, "**Gender Discrimination and its impact on Employee Motivation with respect to Higher Education Institutions of North India**" is an original piece of work done by ***Diwakar Das*** under my supervision being submitted in the partial fulfillment of the requirement for the award of the degree of Doctor of Philosophy in Management under ICFAI Business School, The ICFAI University, Dehradun during the academic year 2023-24.

Further, It is certified that the synopsis is within the plagiarism limit and copy of the same is attached as per the University norms.

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ABSTRACT

Gender Discrimination can be identified as a common social issue of almost all the societies. Ideologically, gender discrimination is the attitude that one gender is inferior to another.

Discrimination on the basis of gender were initially identified during early 1950s at management and organizational level and it became a topic of serious concern and discussion during 80s decade. Moreover, it is a perceptual concept and some people may not agree with this concept that if they are not directly affected but those who are adversely impacted by discrimination on their pay fixation, opportunity of training and development, transfer posting, retention policy, opportunity for promotion etc.

Discrimination on the basis of gender will badly impact the growth of an organization. It will also impact organizational culture which consecutively restrict the growth of a nation like us where we are blessed with huge manpower. Considering Educational Institution as an industry and Higher Education Institution of North India as population of the study, The Research outcome may try to find out the solution of minimizing gender discrimination. The research will give a holistic viewpoint of the most crucial aspects of gender discrimination so that the real magnitude of the problem comes through. Absence of gender discrimination will certainly result a better and bright tomorrow. Since the study cover both qualitative and Quantitative analysis so analytical tools like SPSS and Nvivo will be used to analyze the data. This conceptual research may also build the theory of unprecedented relationship between the genders which will result holistic and sustainable development of the society.

The study tries to consider various prospects and opportunities for extending economic and social protection.

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1. Introduction

Man and woman are two integral parts of the society. Society can never develop without the participation of one. History has been a witness that whenever we have neglected women, the society has declined.

People are alleviated inversely because of their sexual category, which later on considered as gender discrimination. Discrimination on any ground at workplace is not just and fair. It must be avoided on any ground.

Though women's participation in economic activity is much more than what the data and statistics may reveal but indeed, their struggled journey into the economic world was not that easy. Traditionally, in Indian society, a woman had been trained to believe in humility and submissiveness in their character. The research study tries to analyze this perceptual concept with the help of certain parameters so that required suggestion can be given to overcome from this hurdle. For holistic and sustainable development of the society we need to provide equal opportunity to all the deserving employees.

In today's dizzy business environment, most of the organizations are facing higher level of competition. By linking organizational variables at various level to organizational performance, the success can be ensured. Education is one of the most important factors of civil society. It has vital and multiple roles in relation to personal and social development. Education systems significantly highlights the importance of a teacher. A teacher is the important pillar for building the civilized society. Maintaining the quality of Higher Education is an essential and pre-requisite component. 27th state of the country, the state of North India experienced various problems because of weaker economy, geographical structure, climatic condition etc. which adversely effected the quality of Higher Education. Lack of basic infrastructural facility adversely impacted sustainable development with respect to higher education institution.

"You can tell the condition of a nation by looking at the status of its women".

Pt. Jawahar Lal Nehru

Building the nation by both the counterpart i.e. Man and women is inevitable. The objective of holistic development cannot be achieved by an individual's effort. Discrimination, biased behavior and inequal treatment between the two, will lead to a failure of our basic objective of sustainable development. The major issue of Gender Inequality has been highlighted by Global monitoring Report- Education

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for all 2000-2015: in a discussion of "Achievements and challenges by UNESCO".

Gender discrimination has been identified in late 50s decade as difference between two genders however it had been considered as topic of concern by management post 1980s.

Discrimination on the basis of gender may be identified as alleviated inversely due to their gender identity.

Gender discrimination can be identified in many ways including recruitment, promotion, fixation of remuneration, training and development opportunities and employee retention etc.[1]

In all spheres, the impact of gender discrimination especially in output / productivity and motivation is an important factor.

Teasdale (2011) found that women employee has "strong pro-social preferences".[2]

Introspecting the pro-social behavior and gender discrimination the idea comes out as "social behavior of male and female in resilient".[3]

Aga Khan University, initiated a training program for teachers for working group women (AKU-WGW), intending raising awareness of teachers and to train them by providing gender sensitive education.

The question somehow impacts the gender diversity level of education among employees on their work performance. The positive output of gender in influencing their performance and its impact on motivation is specific.

It can be traced in many ways including recruitment, salary, perks and incentive, promotion, training and development, retention policy and biased allocation of facilities on specific gender basis.

The vital importance of gender discrimination in view of above-mentioned concern should be a considerable area of research; especially in our country, which is currently a fastest growing economy and moreover we are now world's biggest Human Resource Power state.

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[1] https://ccsenet.org/journal/index.php/ijbm/article/view/0/47192

[2] Teasdale, S.; McKay, S.; Phillimore, J.; Teasdale, N. Exploring gender and social entrepreneurship: Women's leadership, employment and participation in the third sector and social enterprises. Volunt. Sect. Rev.2011,2, 57–76. [CrossRef]

[3] Espinosa, M.P.; Kováˇrík, J. Prosocial behavior and gender. Front. Behav. Neurosci.2015,9, 1–9. [CrossRef]

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India has a skewed gender ratio in economic development and participation as per the record stated in Global Gender Gap Report [Year 2022] report prepared by World Economic Forum.[4]

Porters and Steers (1973)[5] explains Job Satisfaction and motivation as meeting point of Job characteristics like salary and perks, duties and responsibilities, quality of work, retention policy etc.

As compared to male counterpart, female employees get lessor opportunities at work in case of complex and challenging project.[6]

Indian Women Employees face huge pay gap of 24.81 % as mentioned in Global Wage Report [2013][7], released by International Labor Organisation. Indian women employees have been neglected from leadership roles.[8] Job Motivation is an important concept in any business enterprises. A motivated employee is considered as demographic dividend to any organization because of elevated level of commitment.[9]

Although it has been noticed many a times that the women have raised their voice against job discrimination and in this regard the experimental literature has revealed the issues of discrimination against efficient and competent women.

Previous studies by the researchers have established the fact that despite being more productive and competent in the industry, the female counterparts are being discriminated and they are being unequally treated on the basis of their gender.

Now the question arises that does Gender Discrimination limited to a smaller group of people?

However, Gender Discrimination seems greater at the higher achievement and output level. Present research study tries to examine the gender difference and discrimination at a large set of variables.

In spite of similar qualification, female employee is exposed to have lessor promotion potential in organization.

Plato opined that "all of the pursuits of men are the pursuits of women also but in all of them, a woman is inferior to a man".[10]

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[4] https://www.weforum.org/reports/global-gender-gap-report-2022/
[5] https://psycnet.apa.org/record/1974-04029-001
[6] Glick et al; 2000 Kind et al; 2012
[7] https://wageindicator.org/documents/publicationslist/publications-2013/gender-pay-gap-in-formal-sector-in-india-2006-2013
[8] Ostroff et al 2012
[9] Meyer, Becker & Vandenberghe 2004
[10] Keiffer & Cullen 1974

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Some of research findings suggests that sometime a women can perform better than a man.[11]

Now the question that arises here is as: does discrimination on a gender basis be limited to a few or all? Study says that many a times the women are discriminated not on the basis of their incompetence but because of their gender.[12] There are considerable amount of evidences that women are underrepresented in every field including in the field of Higher Educational Institutions.

Total Population 1,21,08,54,977 (India) – World's Highest Population
Women Population 58,75,84,719 (India) – 48%

Source: Census 2011 Report (16th census 2021 has been postponed due to Covid 19 pandemic)

With the alarming statistics it makes sense to understand the obstacles to women's employment and growth participation in HEI in the North India State and to develop them more effectively. It has been observed that salaries, scope of promotion, training and development and other benefits of women employee are lower than their male counter-part.

Schippers (1987) stated that on controlling all factors which may influence their salary levels, like age, their level of experience and qualification etc. 32% of the difference negatively attributed their gender discrimination.

From this research, the gathered information may not attract women but the output and findings will motivate half of the population.

When we talk about economic social and sustainable development, it is for both sector [gender]. Both the counterpart should be motivated at work place. The sustainable growth of a country lies in the capacity of status of women. They play a crucial role in the overall development of a nation.

Motivated employee will be more productive and productivity will impact the organizational performance positively. For sustainable development of the society and country it is necessary to support and motivate both the counterpart i.e. male and female and moreover discrimination on the basis of gender must be avoided. The call for this study is to look and think for benefit for all in the society.

[11] Aronson, Willerman & Floyd 1966
[12] Levitin, Quinn & Stains 1971

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Types of Gender Discrimination in Higher Education Institutions

- Salary / Remuneration Gap
- Gap on the Basis of Career Advancement Scheme [Training & Development, Promotion, Transfer]
- Discrimination on the basis of Marital Status
- Discrimination on the basis of leadership roles

2. Research Problem

- What is the basis of gender comparison?
- Does gender actually impact the work output?
- The Research study will try to explore the Gender Discrimination with respect to employee performance in HEI of North India?

3. Literature Review

1. **Nirmala Bannerjee (1978)**: The study was concerned with the role of women employees in country's development since 1950s. The participation percentage of women workforce had been significantly declined.
2. **Bielby & Baron (1986)** The study tried to analyze the sample data of California establishment to test the assumptions of determinants of gender-based segregation at professional level.
3. **R. Hudson (1989):** This study analyzes gender discrimination and differences in job satisfaction between full-time employees.
4. **S. Beyer (1990):** The research objective was to analyze and investigate gender biased self-perceptions' existence by assessing the accuracy of self-evaluations of performance on post task basis.
5. **Meece and Jones (1996):** The study's main goals were to

(a) Investigate gender differences in students' confidence and motivation

(b) Examine gender differences in students'

(c) Investigate the extent to which gender differences are consistent across ability levels,

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(d) Investigate the impact of whole-class and small-group learning structures on gender differences in motivation and strategy-use patterns.

6. **A.E. Clark (1997):** Women report higher levels of job satisfaction than men do despite the fact that, by most objective measures, women's occupations are poorer than men. The sample size of the gender gap has been examined by using data from large-scale British survey.
7. **C.G. Rutte (1998):** The Objective was to examining how employee motivation is impacted by salary discrimination.
8. **Sumner and Niederman (2002):** The Objective was to address the impact and influence of gender differences upon the career experiences of IT / Tech professionals.
9. **Yoder and Kahn (2003):** The Purpose of the researcher was to instigate the thought beyond superficial descriptive impact of the social context.
10. **Okpara and Squillace (2005):** The basic purpose of the research study was to examine and analyze the impact and effects of two gender on the job satisfaction of US academicians.
11. **C. Hakim (2006):** The research Objective was to determine and understand the differences between two genders which sometime found to be lower and lessor to sometimes expectations and thought.
12. **Philip N. Cohen and Matt L. Huffman (2006):** Objective was to highlight the analysis that does managers—specifically affect inequality for the non-managerial workers beneath them.
13. **Hogue and Yodar (2007):** The objective of the researcher was to extend the interrelation and connection between wage entitlement and status by exploring the status in men's elevated, as contrary to women's depressed, entitlement.
14. **Francine D. Blau & Jed Devaro (2007):** Research objective focuses on gender differences in job satisfaction using various variables.
15. **J. M. Cornejo (2007):** The objective was to find the gap in employment discrimination between the variables, employee motivation and performance.
16. **Da Peter et. all (2010):** The study was performed on two grounds:

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(a) Possible gender differences in challenging job experiences at middle job levels.

(b) To explored the proposition that differential task and role of challenging tasks to male and female subordinates underlies gender differences in job challenge.

17. **Channar, Zahid Ali; Abbassi, Zareen; Ujan, Imran Anwar (2011):** The research explores the issues related with gender discrimination such as stress level of the employees, motivation, commitment and better output at work.

18. **G. J. Springer (2011):** The Study examines the corelation between the variables to determine the impact of job satisfaction and job motivation on job performance in Bank Employees.

19. **Card and Mas (2012):** The objective was to study the effect of revealing peers' salary information on employees' job satisfaction and intentions on job search.

20. **Jobillyne D. Shira (2013)**: This chapter highlights gender inequality through some specific mediums like prose poetry etc.

21. **Cailin S. Stamarski and Leanne S. Son Hing** (2015): The objective was to introduce a model of gender discrimination which highlights the reciprocal nature of gender inequalities in the organization.

22. **Surendra Kumar Sia, Bharat Chandra Sahoo & Pravakar Duari (2015):** The Study tries to explore the relationship Future Time Perspective [FTP] and Gender Discrimination at workplace. The result established a positive relationship between FTP and emotional engagement of the respondents.

23. **Malathy Duraisamy & P. Duraisamy (2015):** The unequal and unfair pay gap between male and female was found in this study. Pay Gap of 67-77 % indicates that the situation is worrying.

24. **Sapna Jain & Gopa Bharadwaj (2016):** Findings of the study revealed that the women in different categories hold contrasting perception of their organisations diversity.

25. **Renu Batra and Thomas G. Reio Jr (2016)**: Objective of this research was to analyse of the reasons of gender inequality in Indian scenario.

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26. **Priyankar Singha and Dr. Souvik Raychaudhuri (2016):** The study tried to study the gender discrimination in job satisfaction level among the medical practitioners of WB. Result shows a significant difference between male and female medical practitioners in the level of job satisfaction and their level of happiness, wellbeing etc.

27. **Pooja Sharma (2017):** Study tried to explore the impact of organizational culture on motivation and job satisfaction of employees with reference to gender based study.

28. **Nazia Zabin Memon Lalatendu Kesari Jena** (2017): to explore the correlation between gender inequality, job satisfaction and job motivation in India.

29. **Wolfgang Messner (2017):** In this Empirical Study, it was found that the female employees appear to be more committed to their tasks and organisation as compared to their male counterpart while in return they do not get any recognition from the organisation.

30. **Dr. Sathyanarayan S. & Ms. Aswathy Ravi Nair (2018):** In this Empirical Study the researcher tired to explore the attribution and perception of Gender Inequality in the organisation and how it effect its work engagement and motivation level.

31. **Fiona Edgar, Nancy M. Blaker and Andre M. Everett** (2020): Researcher tried to understand, how high-performance work system (HPWS) impacts performance.

32. **Dr. Samya Zia, Nazia Tabassum and Md Hassan Noor (2020):** The research paper zooms in the relationship between gender discrimination and employee motivation.

33. **Sobana Hameed Arshad (2020):** the study tries to define the relation between the effect of Gender discrimination and its influences on the job performance and job satisfaction.

34. **Priya Singh, Teena Saharan & Mohhamed Younus Bhat (2021):** Present Study explore the mediation effect on gender-based workplace issue and career growth perspectives of women employees of aviation industry. The results are affirmative; reflects that discrimination affects output.

35. **Azmiah Abdul Razak, Nurisyal Muhamad (2022):** The objective of

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the study was to identify and introspect the factors which motivate job performance.

36. **Zhou Qianyi (2022)**: The researcher tried to analyse and discuss the relationship between gender inequality and its impact on individual.
37. **Mahmoud Mohamed Elsawy, Mohamed Ahmed Elbadawe (2022)**: The research on gender discrimination was based on five different aspects of: recruitment discrimination, opportunities of training & Development facilities discrimination, retention discrimination, etc
38. **Ermanno C. Tortia, Mónica Gago, Florence Degavre and Simone Poledrini** (2022): This study tried to establish a connection with empowered HR practices and organizational performance in social enterprises.

PHD Thesis

39. **Nikhit Agarwal (2002): PHD Thesis:** Objective of the research was to inspect the impact of gender inequality and its impact on women's participation in labour market. The population has been taken from Aligarh District.
40. **Ruomeng Cui, Hao Ding and Feng Zhu (2006):** The data analyzed with the help of Social Science Research Network (SSRN), to study the impact of gender discrimination.
41. **Jessica M. Cornejo (2007): PHD Thesis:** Objective of the study was to examine the correlation among gender discrimination at workplace, motivation and output.
42. **Ms. Rakhi (2016): PHD thesis:** The researcher tried to study organizational climate, employee motivation and job satisfaction of employees of Northern India. Specifically in the industrial sector.

1. Research Gap

After analyzing and reviewing of related literature it has been observed that no relevant study was undertaken on "gender discrimination among various HEI in state private universities of North India in relation to their motivation". The subject area has created the need to conduct the research. Awareness of gender sensitivity and understanding the consequences of gender discrimination will lead

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to an idea of overcoming from the problem.

2. Research Objective

Objective of the study is to access the gender discrimination at workplace and its impact on employee motivation with special reference to the state private Universities of the states of North India. The research tries to measure the impact of Gender Discrimination on employee motivation, its productivity and output level and performance etc.

Objective of the study is to address and examine the inconsistencies found in previous Gender Discrimination research and tries to examine the impact of discrimination on employee motivation in HEI in the North India.

1. To understand the basis of Gender Discrimination in HEI of North India.
2. To analyze the correlation between Gender Discrimination and Employee Motivation.
3. To investigate the impact of Gender Discrimination on the growth of Female Employees.
4. To evaluate the impact of Gender Discrimination on Employee Productivity.

Suggestive Hypothesis:

H_1: Gender Discrimination significantly impacts motivation level of female employees.

H_2: Gender Discrimination at workplace impact their productivity level.

H_3: Gender Discrimination effects performance output and enthusiasm at work.

H_4: Gender Discrimination reduce job motivation level of employees.

3. Research Methodology

a. Research Design

In this study Qualitative and Quantitative both research Method will be used to gather the data.

b. Survey Location

North India States lies in Northan part of the country sharing the international borders with China and Nepal, surrounded by Himalayan and Shivalik Range and

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challenging climate. The researcher will try to confined his study in the northern region considering Laddakh, Jammu & Kashmir, Himanchal Pradesh, Haryana, Rajasthan, Gujrat, Uttar Pradesh, Uttarakhand, Punjab, Delhi, Madhya Pradesh, Assam, West Bengal, Sikkim, Orrisa, Nagaland, Manipur, Tripura, Mijoram, Arunachal Pradesh etc. as its survey location.

The subject / respondents for the study will be teaching personnel i.e. Faculties (female faculties) of HEI [state private Universities] of state of North India. The survey will be conducted and completed in two calendar months.

Findings of the research study may provide a meaningful and significant contribution in the field of Gender Discrimination and would certainly help in placing a suitable policy decision. There are total (379) State Private Universities in North India.

c. Sample, Sampling Size and Sampling Technique etc

The location of the study will be confined to North India states and the sample will be collected through Stratified and snowball Sampling method. The study will be based on both primary and secondary data. The primary data will be collected through Interview method with framed questionnaire inclusive of their employment details, conditions, salary and remuneration, working condition, training opportunities, promotion opportunities, discrimination, job satisfaction etc. The population for the study will be consisting of Private University Teacher/academicians in almost all major districts of North India. In other words, it can be said that the location of the study will be mainly confined to North India state. According to University Grants Commission [UGC] there are about (379) Private universities in Northan states. Sample size will be determined on basis of Krejcie and Morgan study Model.[13]

Population: - The population of the present research / study will include the academicians of all states of North India wherever Private Universities exists.

S.No.	Name of Sate	No. of Private University
1	Arunachal Pradesh	08
2	Assam	08

[13] Krejcie, R.V., & Morgan, D.W., (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement.*

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3	Bihar	07
4	Chattisgarh	15
5	Gujrat	61
6	Haryana	25
7	Himanchal Pradesh	17
8	Jharkhand	18
9	Madhya Pradesh	49
10	Manipur	05
11	Meghalaya	09
12	Mijoram	01
13	Nagaland	04
14	Orrisa	08
15	Punjab	18
16	Rajasthan	52
17	Sikkim	08
18	Tripura	01
19	Uttar Pradesh	33
20	Uttarakhand	21
21	West Bengal	11
	Total	379

Source: www.ugc.ac.in[14]

In each district the samples will be selected by adopting Stratified Sampling technique.

d. Tools Used

The data / sample will be analyzed through SPSS for Quantitative analysis and Nvivo software for Qualitative analysis.

4. Expected outcome of the Research Work

Every research has a vision to deliver something new and productive to the academic world for the benefit of upcoming generation. Here the researcher expects and wishes to deliver a holistic vision and idea of overall development of

[14] https://www.ugc.ac.in/privateuniversitylist.aspx?id=byxR5GCw1Am5pJwU3d9Ncw==&Unitype=So1CNBLvrigKjpQTxHMrAQ==

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all employees, irrespective of any kind of gender biasness and discrimination.

The findings of the present study is expected to be helpful and beneficial to both male and female employees to improve the work environment of the organization which will definitely result in higher grade motivation and job satisfaction.

Researcher expects that the study will be of immense torchbearer to the policymakers to legislate and formulate suitable guidelines to eliminate gender discrimination from the workplace which is actually a perceptual concept and the same will clear the path of growth and we will be able to attain sustainable and holistic development.

5. Proposed Chapterisation [Tentative]

The exhaustive research study will cover seven chapters. This will begin with Introduction as Chapter I, which will explain the relevance, importance, rational and structure of the study with an overview of Historical background. Chapter II will cover the Objective and Hypothesis of the study. Chapter III will cover Review of Literature and Research Gap. Chapter IV will highlight Research Methodology, Research Design, Survey Location, Sampling and Statistical Analysis using various analytical tools/software etc. Chapter V will explain Research analysis and Finding part of the study. Chapter VI will cover Conclusions, Suggestions for further study and its limitation followed by Bibliography and References in Chapter VII.

CHAPTER - 1 INTRODUCTION

CHAPTER - 2 OBJECTIVE AND HYPOTHESIS OF THE STUDY

CHAPTER - 3 REVIEW OF LITERATURE AND RESEARCH GAP

CHAPTER - 4 RESEARCH METHODOLOGY

CHAPTER - 5 RESEARCH ANALYSIS & FINDINGS

CHAPTER - 6 CONCLUSION & SUGGESTION

CHAPTER - 7 LIMITATIONS OF THE STUDY

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Proposed Month-wise plan of work and targets to be achieved:

S. No.	ACTIVITIES	Months-Year														
		J-23*	F-23	M-23	--	--	--	--	--	--	--	--	--	--	--	D-24
1	Thesis Proposal defense	Sep 2023														
2	Extended Literature Review		Oct 2023													
3	Questionnaire designing			Oct 23												
4	Pilot testing and refinement of				Nov 23											
5	Data collection					Dec 23										
9	Data preparation				Jan 24											
10	Data analysis & Results															
11	Report writing: Chapter1:		Apr 24									Feb24				
12	Report writing: Chapter 3:															
14	Thesis Writing, Publications and Other Requirements												June 24			
15	Thesis Submission													Sep 24		
																Nov 24

*Month and Year is given just for sample only. Use your proposed month and year in which expected to complete the activity

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